

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

The mission of the Iowa Department of Human Services is to help individuals and families achieve safe, stable, self-sufficient, and healthy lives, thereby contributing to the economic growth of the state. We do this by keeping a customer focus, striving for excellence, sound stewardship of state resources, maximizing the use of federal funding and leveraging opportunities, and by working with our public and private partners to achieve results.

The recruitment and retention of a diverse, culturally competent workforce representative of the demographics of the populations served, and the provision of equitable and quality public services is a primary goal of the Department. The DHS Diversity and Affirmative Action Plan is designed to communicate and facilitate achievement of this goal and to reaffirm the commitment to the principles of equal

employment opportunity, affirmative action, and diversity in the recruitment, retention, and provision of employment opportunities.

The Department strives to create a workforce that:

- Welcomes and actively values the diversity of staff, customers, clients and partners.
- Provides culturally and linguistically competent services to all internal and external customers.
- Creates and sustains welcoming environments that are inclusive of and respectful of staff, customers, clients and partners.

An integral part of Departmental policy and philosophy is to administer hiring, transfers, promotions, training, compensation, benefits, and any other terms and conditions of employment, without regard for protected category status. The Diversity and Affirmative Action Plan emphasizes a goal-oriented approach to diversity and affirmative action. Information in the Plan includes data regarding minorities, females and persons with disabilities in the workforce and sets specific goals to address positions that may be underutilized. The Department's intent is to reach labor market parity through hiring of diverse applicants and by providing an environment for job satisfaction and promotional growth for current employees.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008

The Department of Human Services recruitment strategy is to develop a diverse pool of applicants for each career opportunity, both internal and external to the organization. To achieve this, employees at all levels of the Department must be aware and active proponents of the goal.

The Department Director commits to the AA/Diversity plan and ensures that DHS staff and contractors of the department, are aware of, understand and administer policy and programs equally to all Iowans, without regard to race, color, national origin, sex, sexual orientation, gender identity, religion, age, disability, or veteran status. Supervisory and management staff, in particular, shall assure that the intent as well as the stated requirements of the Affirmative Action Plan are implemented.

During fiscal year 2008, the Department reorganized the Results Based Accountability Division (RBA) and added a Recruiter within the Human Resources Bureau. This position will expand traditional recruiting methods and will dramatically increase awareness of career potential within the Department. The Recruiter has and will actively participate in pertinent job fairs, continually source state and national industry organizations and associations to increase State of Iowa DHS visibility, and develop partnerships with other state agencies to share and promote talent. The Recruiter serves on the State Strategic Recruitment Team, has forged alliances with Iowa Vocational Rehab and Iowa Workforce Development by

conducting monthly mock interviews and resume workshops, has engaged healthcare industry specific associations and organizations to focus recruitment of traditionally difficult to fill job classes and to promote career paths within DHS. The RBA Division Administrator and Human Resources staff has forged relationships with other state agencies to explore diversity, recruitment and retention "best practices." This effort has resulted in an HR staff that provide consultative services throughout the state to increase awareness of recruitment strategies. The RBA Division Administrator has focused efforts to establish competency based selection criteria which supported recent modification of the DAS-HRE Position Description Questionnaire, and which guides hiring managers and interview panels to create and establish selection criteria.

During FY 2008, the Department's efforts in the recruitment, hiring and retention of a diverse workforce reveal progress. DHS is a leader within the state for the number of females employed, and we continue to gain momentum with both female and minority positions of leadership. The Department's Cabinet leadership team is 50% female, and of the eight (8) Service Area Managers, three (3) are female. Increases continue with female and minority representation within our Bureau Chief, management and supervisory staffs.

During FY 2007-2008, the Targeted Case Management, Child Support Recovery Unit and Refugee Services Division collaborated with Iowa State University to develop and implement a Leadership Training Program. This program provides staff training for all management and leadworker positions to attend a two-day conference. This Division has also developed a Leadership Academy for employees who have stated a desire for career advancement to gain additional exposure and experience with key management through participation in project management events. To date, three supervisory positions have enrolled in the program.

The Department established the Social Work Associate (SWA) position, requiring a two-year degree in the social sciences versus the four-year degree requirements of a Social Worker II. This action should increase available applicant pools for entry level into the profession.

The hiring of a Recruiter during FY 2008 has been and will continue to be a benefit to the organization. This pivotal position expands awareness of career opportunities within DHS for local, state and national recruitment campaigns. The Recruiter's expertise is a consultative source for DHS operating units to expand sourcing options and to conduct focused community outreach.

DHS has been in collaboration with Iowa State University to actively review and revise competencies for the Social Work and Income Maintenance Worker series which constitute 32.4 % of our workforce. These efforts will assist with all phases of the hiring process for these critical positions, and to establish leadership competencies for future promotional opportunities.

FY 2009

DHS will focus on expanding awareness of career opportunities through a variety of activities, such as:

Internal marketing campaign to understand the Recruiter's role as a resource and consultant as well as the recruitment process.

Recruiter continues to actively participate in or source industry specific organizations and associations to expand awareness of DHS career opportunities and applicant pools.

Establishment of databases designed to capture, enhance and expand applicant pools for both local and national search campaigns.

Substantiate workforce data and format by regions to establish labor market parity. Reports will be simplified for use as a management tool and shared throughout organization.

DHS RBA/HR Bureau will assist operating entities to create local databases designed to increase applicant pools through targeted recruitment for vacancy notification.

DHS Division of Results Based Accountability will conduct bi-annual conferences for DHS Human Resources and management staff to ensure consistency in policy applications and program administration, inclusive of diversity, recruitment and retention programs.

DHS RBA/HR will create an intranet for source materials such as employment notifications, interview question formats, guidelines for reasonable accommodation request, recruitment "best practices" such as gender or minority balanced interview panels, and other communications in support of the recruitment and hiring process.

DHS will create a task force to analyze selected position minimum requirements to ensure that educational and experience criteria meet current needs and are not creating a barrier to entry.

DHS will create a task force to analyze selected positions essential functions to ensure that requirements meet current needs and are not creating a barrier to entry.

DHS will partner with DNR to participate in the quarterly meetings of the Advocates for Embracing Diversity to engage minority, disability, female, and LGBT (Lesbian, Gay, Bi-sexual and Transgender) community leadership.

DHS will partner with DNR and DOT to launch an internet website designed to increase awareness and interest in public sector careers for a targeted audience.

DHS will partner with DNR and DOT to promote Government as an Employer of Choice through the hosting of five (5) regional open houses.

Rebuild and reenergize the Diversity Committees within each operating unit.

Establish a DHS Diversity Core Team to develop the annual strategic Diversity/Affirmative Action Plan for presentation and approval to the Director, to provide oversight of the AA Plan activities, and to communicate successes throughout agency.

Review current employee orientation programs to ensure that DHS commitment to Diversity is clearly communicated, to identify each employee's responsibilities to create a culturally competent workforce, and to encourage new hires to explore their career potential.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 The Director of DHS and the management staff support recruitment activities through promotion of diversity goals and as participants with candidate selection and interviews. The Director and his management staff comprise the "Appointing Authority", responsible for approval of vacancies and oversight of recruitment activities and hiring decision within their respective division. The recruitment function is overseen by the Division Administrator of Results Based Accountability which houses the Human Resources Bureau for DHS. Throughout the Department, all members of the management team are involved in the hiring and selection process.

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The name and contact information of a primary recruitment contact for usage by DAS is:

June Froehle-Snyder, DHS Recruiter at 281.6087

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

DHS projects approximately 500 vacancies during FY 2009.

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

Historically, and consistent with national trends, medical or healthcare classifications represent the most difficult positions to fill. During the past few years, filling leadership vacancies within the state institutions has also proven to be a challenge.

The Department of Human Services struggles to compete with private industry for informational technology professionals. Within the Des Moines metro, the

prevalence of the insurance and finance industries has increased competition for accounting and finance professionals as well.

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Data is not currently available to accurately address this.

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

The barrier to difficult to fill positions is the availability of medical and nursing applicants, which exists for DHS and the healthcare industry throughout the State of Iowa. Another barrier is the competition for medical professionals and private industry's ability to quickly respond and negotiate perks or flexible compensation packages to attract and secure professionals.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

DHS workforce data indicate that medical or healthcare classifications are underutilized for protected classes.

List the barriers that have been identified in recruitment of the protected classes:

No specific barriers are identified.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Refer to DHS organizational strategy addressed previously.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

List of Job Fairs attended in FY 2008:

Veterans Job Fair

Mt. Mercy Job Fair

Job EXPO

Diversity Resource Fair

Grandview College Job Fair

Networking and outreach for FY 2008

1. Deaf Services Commission of Iowa
2. Iowa Commission of Latino Affairs
3. Latino Brief Newsletter
4. Iowa Commission on the Status of African-Americans
5. Iowa Commission on the Status of Women
6. Iowa Commission on the Status of Women's "Iowa Woman Newsletter"
7. Iowa Civil Rights Commission's, Communicator Newsletter
8. Drake University
9. University of Northern
10. University of Iowa
11. Iowa State University
12. Iowa Des Moines Area Religious Council
13. Des Moines Area Community College
14. Friends of Civil Rights
15. AARP
16. KEY (Keeping Educated Youth in Des Moines)
17. ECI (Employers Council of Iowa)
18. Older Worker Committee partnership with Dept of Elder Affairs and business community
19. CISHRM (Central Iowa Society of Human Resource Management)
20. MINK (Missouri, Iowa, Nebraska, and Kansas) recruitment for HealthCare Industry
21. State of Iowa Strategic Recruiters
22. Beacon of Life
23. Chinese Association
24. Iowa Employment Solutions
25. Creative Community Options
26. Easter Seals
27. Experience Works
28. Goodwill
29. HOLA (Hispanic Outreach Legal Assistance)
30. Iowa Asian Alliance
31. United Way

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

Current list of Job Fairs identified for FY 2009:

Veterans Job Fair
Mt. Mercy Job Fair
Job EXPO
Diversity Resource Fair
Grandview College Job Fair
American Institute of Business
Kaplan University
Iowa State University

Simpson College
Drake University
Marshalltown Community College
Newton Community College
Polk County Enrichment Center

Networking to continue in FY 2009:

1. Deaf Services Commission of Iowa
2. Iowa Commission of Latino Affairs
3. Latino Brief Newsletter
4. Iowa Commission on the Status of African-Americans
5. Iowa Commission on the Status of Women
6. Iowa Commission on the Status of Women's "Iowa Woman Newsletter"
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8. Drake University
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25. Creative Community Options
26. Easter Seals
27. Experience Works
28. Goodwill
29. HOLA (Hispanic Outreach Legal Assistance) Center
30. Iowa Asian Alliance
31. United Way

Community Events planned for FY 2009:

In partnership with DNR and DOT, DHS will launch a government website designed to expand applicant pools and to promote awareness to 15-30 year olds to consider government as an employer of choice.

In partnership with DNR and DOT, conduct five (5) regional events to introduce Government as the "Employer of Choice". These events will create cultural outreach through targeted marketing campaigns.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	Yes	None	Yes	None
Resume Search Products	No	N/A	No	N/A
Standard News Print	Yes	None	Yes	None
Specialty Trade Journals	Yes	None	Yes	None
Radio	No	None	No	None
TV	Yes	None	Yes	None
Open House	Yes	None	5 Statewide Regional events	None
Search Firms	Yes	None	Yes	None
Temporary Staffing	Yes	None	Yes	None

Other (please list):

DHS does not dedicate monies to recruitment, rather each recruiting campaign costs is funded through the respective operating unit's budget.

In collaboration with DNR and DOT, DHS will launch a website that promotes government as the employer of choice. The initial pilot launch will target 15-30 year olds.

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

A successful recruitment campaign will utilize a combination of sourcing tools. The minimum that DHS will utilize is an advertisement of a vacancy, within either a newspaper or an internet career search service such as CareerBuilders, with notice to the aforementioned networks.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

DHS Human Resources Bureau retains contact with applicants sourced from prior high level recruitment campaigns to actively engage and promote future career consideration of the State of Iowa DHS

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

DHS adheres to the DAS-HRE procedures to recruit and retain interns.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

DHS occasionally utilizes temporary employment services. Temporary employees must adhere to the State of Iowa DAS-HRE hiring process to gain permanent employment with DHS.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Division of Results Based Accountability, specifically the Human Resources Bureau, accepts unsolicited resumes. These resumes may either be filed into a database for future reference, and if applicable, forward to the appropriate state department contacts for consideration. The DHS Human Resources Bureau retains the resume in a data base and if a position is posted which may meet the applicant's interest or skills, notification of the current vacancy is made through Brass Ring.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

DHS has made substantial progress in recognizing that diversity goes beyond gender, racial or ethnic differences. Diversity is allowing for different viewpoints and perceptions, different ways of thinking and processing information, different methods of interaction and different ways of approaching problem solving.

During FY 2008, the Department's efforts in the recruitment, hiring and retention of a diverse workforce reveal progress. DHS is a leader within the state for number of females employed, and we continue to gain momentum with both female and minority positions in leadership. The Department's Cabinet leadership team is 50% female, and of the eight (8) Service Area Managers, three (3) are female. Increases

continue with female and minority representation within our Bureau Chief, management and supervisory staffs.

During FY 2007-2008, the Child Support Recovery Unit has collaborated with Iowa State University to develop and implement a Leadership Program. This program allows employees who have stated a desire for career advancement to gain additional training in preparation for future promotional opportunities. To date, three supervisory positions have enrolled in the program.

The Department established the Social Work Associate (SWA) position, requiring a two-year degree in the social sciences versus the four-year degree requirements of a Social Worker II. This action should increase available applicant pools for entry level into the profession.

The hiring of a Recruiter during FY 2008 has and will continue to be a benefit to the organization. This pivotal position expands awareness of career opportunities within DHS for local, state and national recruitment campaigns. The Recruiter's expertise is a consultative source for DHS operating units to expand sourcing options and to conduct focused community outreach.

DHS has been in collaboration with Iowa State University to actively review and revise competencies for the Social Work and Income Maintenance Worker series which constitute 32.4% of our workforce. These efforts will assist with all phases of the hiring process for these critical positions, performance evaluation assessments, and establishing leadership competencies for future promotional opportunities.

For FY 2009, provide a timetable for those activities you plan to implement:

Strategies for FY 2009:

Fall 2008

Substantiate EEO/AA data

Regionalize data to accurately reflect available candidate pools and to achieve labor market parity.

Incorporate regional minority and PWD data for service delivery and to reflect labor market pools to access/identify recruitment opportunities.

Create reports that serve as management tools.

Rebuild the department-wide network of diversity committees to assist in identifying local recruitment sourcing opportunities, and to assure that cultural competency activities are effective.

Attend DAS-HRE initiated mandatory diversity and cultural competency training sessions and monthly activity exercises.

Participate in State Workforce Plan.

Develop and implement Employee Satisfaction Survey.

Market DHS Recruiter and Recruitment role

Analyze current exit interview process to achieve maximum utilization and to monitor/track information.

Review current employee orientation programs to ensure that DHS commitment to Diversity is clearly communicated, to identify each employee's responsibilities to create a culturally competent workforce, and to encourage new hires to explore their career potential

Spring 2009

DHS/DNR/DOT will promote Government as the Employer of Choice through five (5) regional open houses.

DHS HR will participate in the quarterly Advocate for Embracing Diversity meetings to engage minority, disability, female and LGBT community leadership.

Launch Government website, monitor website effectiveness and expand website into marketing and/or branding tool.

Establish tracking system of DHS training.

Pilot a mentoring or sponsorship program for new employees.

Develop a Disability awareness campaign to celebrate DHS commitment to disability for service delivery success, to increase awareness of hiring of PWD and increase awareness in self-declaration of PWD (persons with disability) status for current workforce.

Create infrastructure for performance accountability

Create sourcing database by functionality complete with contact and costing.

DHS Human Resources Bureau performs consultative services to DHS operating entities to establish hybrid data share for operating units to utilize with each vacancy posting.

Analyze current exit interview process to achieve maximum utilization and to monitor/track information.

Review current employee orientation programs to ensure that DHS commitment to Diversity is clearly communicated, to identify each employee's responsibilities to create a culturally competent workforce, and to encourage new hires to explore their career potential

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

DHS has no known problems with retention. The agency is experiencing turnover due to retirements.

List the issues you have identified that contribute to the turnover in these classes:

Specific classes have not been identified, but known reasons for turnover are retirement, salary, supervisor, working conditions, and lack of career advancement or job satisfaction.

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

Management and Supervisory staff conduct exit interviews. DAS-HRE processes Phase 2 of the Exit Interview process through mailing letters to recently separated employees.

☒ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

DHS is in the development stage of an Employee Satisfaction Survey. Anticipated implementation date of November 2008

☒ Management team meetings/exercises

Describe how these are conducted:

During management staff meetings or team events, staff are made aware of career options or available vacancies. Upon notification of staff desire for career advancement, management strives to provide opportunities through project management, unit committees or team exercises for employees to gain exposure and experience regarding leadership positions.

☒ Other methods (please describe):

DHS Division of Results Based Accountability, Human Resources Bureau is available to assist employees and occasionally, applicants, with feedback regarding resume format. The DHS HR staff will provide consultation for career path or planning to individual employees upon request.

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

Currently, DHS utilizes approximately 160 different classifications statewide, and competencies will differ for each classification, such as cognitive competencies, responsibility competencies, personality competencies, communication competencies, relationship competencies, or supervision competencies.

The knowledge or particular skill requiring continual recruitment efforts is within the medical or healthcare classifications, inclusive of specialists such as speech pathologists, psychiatrists, psychologists or physical therapists.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

All DHS hiring in accordance with the State of Iowa merit system provisions. All positions are posted with the exception of "at-will" positions, which may or may not be posted. DHS adheres to the vacancy posting provisions of the two state collective bargaining agreements. Each operating entity posts vacancies for new positions or for promotions in a common area that is accessible to all employees.

The decision to open a vacancy to the general public is made by the hiring authority and several factors, such as the existing knowledge, ability or skills of the current workforce, and/or the need to secure specified knowledge, skill or experience based on current or future organizational needs are considered. Since DHS utilizes approximately 160 different classifications statewide, competencies will vary for each classification.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Not aware of any specific barriers to promotional opportunities.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

Not aware of any specific barriers to promotional opportunities.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

DHS is in the development stage of an Employee Satisfaction Survey. Anticipated implementation date of November 2008.

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☐ *Needing Improvement* ☒ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

Management staff meetings or team meetings provide the majority of staff communications. The DHS and DAS-HRE websites are additional sources of information for all employees. Specific to position vacancies, employees access the Brass Ring or the job posting board within their respective operational entity.

Describe any changes you plan to make around employee engagement in FY 2009:

Addressed within organizational strategy for FY 2009

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

Review current employee orientation programs to ensure that DHS commitment to Diversity is clearly communicated, to identify each employee's responsibilities to create a culturally competent workforce, and to encourage new hires to explore their career potential

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

DHS will attend the DAS-HRE Diversity Training and incorporate the monthly Diversity Activities into staff meetings or when appropriate, during individual meetings. The schedule is as follows:

Diversity Training for Management Staff

Month 1 ~ Gender Diversity

Month 2 ~ People with Disabilities

Month 3 ~ Generational Diversity

Month 4 ~ Racial Diversity

Month 5 ~ Ethnic Diversity

Month 6 ~ Socio-Economic Diversity

Month 7 ~ Sexual Orientation

Month 8 ~ Religious Diversity

Month 9 ~ Preventing Sexual Harassment

Month 10~ Capitalizing on Diversity

DHS will source and secure a Disability Awareness Training Program for distribution throughout the agency beginning in Spring 2009.

☒ *Workplace accessibility (visual, physical):*

DHS is rebuilding the Diversity Committees within the operating units to assist with conducting workplace accessibility audits from both applicant and client perspectives.

☒ *Mentoring:*

DHS will pilot a mentoring or sponsorship program for new employees to gauge job satisfaction, to identify training needs and to encourage or support the new hire to become successful in the position.

☒ *Awards and Recognition:*

DHS participates in the State of Iowa Golden Dome awards ceremony, inclusive of Length of Service recognition. Funding limitations require that divisions throughout DHS creatively award or recognize their staff or individuals in various formats such as letters of recognition or during staff meetings to acknowledge outstanding performance or service.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

DAS-HRE maintains training records for DHS.

Provide information about diversity-related training planned for FY 2009 in the text box.

DHS will attend the DAS-HRE Diversity Training and incorporate the monthly Diversity Activities into staff meetings or when appropriate, during individual meetings. The schedule is as follows:

Diversity Training for Management Staff

Month 1 ~ Gender Diversity

Month 2 ~ People with Disabilities

Month 3 ~ Generational Diversity

Month 4 ~ Racial Diversity

Month 5 ~ Ethnic Diversity

Month 6 ~ Socio-Economic Diversity

Month 7 ~ Sexual Orientation

Month 8 ~ Religious Diversity

Month 9 ~ Preventing Sexual Harassment

Month 10~ Capitalizing on Diversity

In addition to the DAS-HRE mandatory training provided to management and employees, DHS will source, review and implement a Disability Awareness Training program to advance cultural competency levels for staff and to aid in the sourcing opportunities for applicant pools.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

The Department of Human Services represents the citizens of the State of Iowa. The Department is a responsible and responsive organization of inspired employees committed to continuous improvement in the status of our population through partnerships with local agencies, public and private sector entities and Iowa citizens. The Department uses strategic leadership and partnerships while promoting community participation in programs and systems in order to accomplish outcomes and objectives.

In order to meet this responsibility the Department makes use of all resources, both internal and external. The Department draws on the diversity of its employees, and recruits from the diversity that exists within the applicant pool. The utilization of diversity in the development, implementation and administration of Departmental programs and the policy that administers those programs is essential. This diversity is extended to all aspects of diversity – those of race, color, sex, sexual orientation, gender identity, age, religion, disability, and those of creativity in thought process, ability and educational status. It is the Department's intent to create a diverse team of employees that is capable of meeting the needs of the changing environment in Iowa.

The Department continues the work to create a diverse and multi-cultural organization, and will continue to build a more culturally competent workforce, create culturally appropriate and effective programs and service delivery systems, develop diversity-centered quality improvement strategies and create welcoming environments for our diverse client base and staff.

Describe how your managers and supervisors will be involved in diversity.

Refer to organizational strategies for FY 2009

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

Refer to organizational strategies for FY 2009